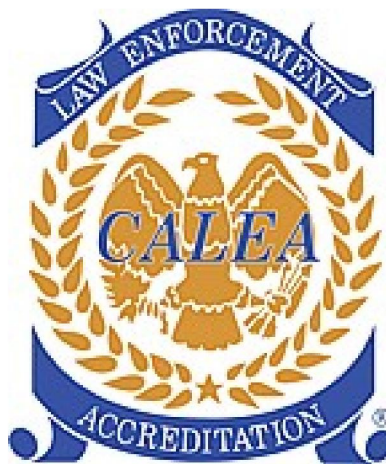




Asheville (NC) Police Department

Assessment Report



2017

**Asheville, North Carolina Police Department (US) Police Department
Assessment Report
August 2017**

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A. Agency name, CEO and AM

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Asheville, NC 28801
(828) 252-1110

Tammy Hooper, Chief of Police
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B. Dates of the On-Site Assessment:

August 7-10, 2017

C. Assessment Team:

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2. Team Member: Mark KEEL
Chief
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D. CALEA Program Manager and Type of On-site:

John Gregory– Regional Program Manager

Seventh Reaccreditation, C size agency – (222 Sworn Officers and 62 fulltime civilian employees)

5th edition,

Gold Standard

PowerDMS Software

E. Community and Agency Profile:

1. Community profile

Asheville is the largest city in Western North Carolina, and the 11th largest city in North Carolina. Buncombe County was officially formed in 1792, and in 1793 the county seat, named “Morristown”, was established on a plateau where two old trails crossed. By 1797, Morristown was incorporated and renamed “Asheville” after North Carolina Governor Samuel Ashe. Asheville became a focal point for commerce as roads and railroads were developed. Asheville prospered in the decades of the 1910s and 1920s, but suffered during the great depression of the 1930’s (famously detailed in Thomas Wolfe’s novel *Look Homeward, Angel*). Because the City incurred a large amount of bond debt in the 1920’s, economic growth was slow for many decades. This led to the original architecture of the city remaining unaltered, leaving modern Asheville with an impressive and comprehensive collection of Art Deco architecture.

In the 1880s, George Vanderbilt chose Asheville as the location for his sprawling estate and Chateau, which has the distinction of being the largest privately-owned home in the United States (179,926 square feet of floor space). Today, Asheville is famous for its many attractive qualities, including striking views, historical landmarks, and large number of craft breweries. Asheville is not only a major tourism center, but also a regional hub for business, the arts, education, and health. There are dozens of breweries in the downtown area alone, with many expanding and opening throughout the region, increasingly contributing to local tourism. The largest employers in the City include the Mission Health Hospital System, Ingles Markets, the Biltmore Company, Grove Park Inn, and BorgWarner Turbo Systems.

The City is structured as a Council-Manager form of government. The City Council is the legislative body and includes the Mayor and six City Council members who serve four-year staggered terms. The Council sets and directs policy regarding the operations of the City and appoints a City Manager who serves as the Chief Executive Officer. The City Manager oversees day-to-day operations and is responsible for the execution of Council policy and the management of all city departments and services.

2. Agency profile

Asheville’s first police force was organized in 1849 and consisted of eight volunteers working under a captain. The Police Department was formally created by ordinance on November 1, 1875 and included a Chief of Police and four patrolmen. Today the department consists of 222 sworn members and 62 non-sworn employees offering a full array of police services to the City of Asheville. The Department underwent an organizational re-structure in 2015 and is now organized into two Bureaus and five Divisions as follows:

- Administration Bureau
 - Special Services Division
 - Administrative Services Division

- Operations Bureau
 - Patrol Operations Division
 - Investigations and Support Operations Division
- Financial Services Division (reports directly to Chief of Police)

The Department has an annual budget of approximately twenty-four million dollars.

3. Demographics

The demographic composition of the service area and agency are represented in the following table:

	Service Population*		Available Workforce**		Current Sworn Officers		Current Female Sworn Officers		Prior Assessment Sworn Officers		Prior Assessment Female Sworn Officers	
	#	%	#	%	#	%	#	%	#	%	#	%
Caucasian	71231	82%	141493	82%	175	87%	31	15%	174	87%	23	12%
African-American	10702	12%	9431	5%	15	7%	3	1%	17	9%	3	2%
Hispanic	5222	6%	13548	8%	10	5%	2	1%	8	4%	2	1%
Other	4856	5%	7425	4%	2	0%	0	0%	1	1%	0	0%
Total	92011	100%	171897	100%	202	100%	36	18%	200	100%	28	14%

*Service population data is pulled from 2015 census estimates. Because census data recognizes race and Hispanic/Latino origin separately, the Hispanic category increases the total for overall service population. Asheville City's total population was estimated at 86,789 in 2015.

**Available workforce data includes all of Buncombe and Henderson County (primary Asheville metropolitan area) within the age ranges of 20-55.

Recruitment Plan

The current Asheville PD recruitment plan focuses on increasing proactive recruitment, to include recruiting and hiring qualified minority applicants to achieve a workforce composition that reflects that of the community in terms of ethnic, racial, and gender makeup.

Recruitment of qualified applicants is a challenge overall for many agencies, but particularly in Asheville. The City and the Department have continued to recognize that due to the rising cost of living in the area, their available workforce primarily consists of applicants residing outside the City limits. Thus, the workforce population is primarily derived from the greater Buncombe County-Asheville Area, to include Henderson, Madison, Haywood, and McDowell Counties. The diversity of surrounding areas varies significantly from the City of

Asheville, often resulting in a less diverse candidate pool which does not accurately reflect the demographics of the agency's service area. While a desirable place to live, the agency believes that the higher cost of living and relatively low starting salary for sworn officers makes it difficult to recruit qualified candidates from other parts of the state or country. The department has formed partnerships with various community stakeholders, including faith based organizations, to recruit local candidates including minorities. Another major recruiting focus has been visiting recruitment events at Historical Black Colleges and Universities (HBCUs) in North Carolina, as well as NC Community Colleges offering Basic Law Enforcement Training (BLET) programs with diverse classes. Focusing on graduates from NC HBCUs and Community Colleges, in conjunction with pending changes in salary and other benefits, will hopefully expand the diversity of the department's candidate pools moving forward. Asheville continues to be successful in recruiting female officers, with thirty-six currently in the department (18% of sworn).

4. Future issues

City Issues

Assessor team discussions with City Manager Gary Jackson and Mayor Esther Manheimer identified some of the major concerns currently facing the City of Asheville which include (a) matters related to the City's current span of dynamic growth, such as planning and zoning issues and renewing the City infrastructure; (b) the City's high cost of living, and (c) affordable housing. Each of these are somewhat inter-related and all impact the City's ability to provide a competitive compensation package for City employees, which in turn impacts recruitment, retention, and other personnel issues. That being said, the Police Department has recently received an increase in its compensation package, as well as the authority to recruit and hire additional officers over the next two years.

Agency Issues

A. Officer Recruitment and Retention

Officer recruitment has been an on-going challenge for the Department. With current attrition levels, the Department has difficulty filling recurring vacancies, putting pressure on staffing levels and leading to increased overtime, diminished resources, and eventual turn-over. The Department states that it has been losing an average of thirty officers per year or approximately 2.5 per month. The Recruitment and Career Development Section has focused on maintaining a minimum of 14 cadets for each academy class (February and August), generating roughly 28 new officers per year. It has also been working on recruiting larger Basic Law Enforcement Training (BLET) classes when possible, as well as lateral hires to further supplement the force. However, the agency states that it is difficult to find the needed number of qualified candidates who can successfully complete all of the training requirements. In 2016, five recruited police officer trainees were unable to successfully complete either the BLET or the Department's field training program. The Department is continuing to focus on improving recruitment efforts to help alleviate these issues to include proposals for increasing officer salaries to better reflect the area's rising cost of living,

as well as exploring bonuses and other recruitment mechanisms (see recruitment plan information below).

B. Rapid Community Growth, Service Requirements

Asheville has grown rapidly over the last decade, and its population continues to expand. The Asheville metro area has never lost population in any year in more than 40 years. Asheville's population grew 6.7% from 2010 to 2015 and that trend is projected to continue, with no major annexations or other border growth occurring. Buncombe County and the Asheville metropolitan area also continue to grow at a rapid pace. With tourism and Asheville becoming a larger metropolitan hub, the Police Department is staffed for a population of 87,000 but during any given day there can be as many as 165,000 people in the City.

At the beginning of this year, Chief Hooper made a budget request to increase the Department's staffing by 15 officers to include a new downtown district. Crime, especially downtown, has been steadily increasing. The Asheville downtown area has seen significant growth and had 12% of all of the City's violent crimes in 2016. The request for increased staffing, tied in with the Department's recruitment and retention issues, are seen as critical to the agency's ability to maintain an adequate level of services to its citizens.

C. Community Relations

While the agency believes that overall, police and community relations have improved in Asheville over the last several years, there continues to be a contingent of citizens who are displeased with the Department. Asheville has a long history of political and social activism, and is a bastion of liberal politics in the traditionally conservative area of Western North Carolina. Many of its citizens actively participate in political causes and are deeply concerned with the national issues regarding race and policing. On July 2, 2016, an Asheville Police Officer was involved in a deadly-force incident killing an African-American, Jai "Jerry" Williams. This led to several large protests, ultimately culminating in a 'sit-in' at the police station on July 22nd. Although the shooting was ruled as justified by the District Attorney's Office following a thorough investigation by the state police, relationships between some community members and the Department have remained strained. The Department's community-focused revision of its use of force and de-escalation policy was a major step forward, although there continues to be some resistance to various policing initiatives.

CEO Biography

Chief Tammy Hooper became the first female Chief of Police with the Asheville Police Department on July 20th, 2015. Prior to her arrival she served 26 years with the City of Alexandria, Virginia, where she retired as Deputy Chief of Police. During her tenure in Alexandria, she served in command positions in every Bureau of the Department, including Patrol, Administration, and Investigations. Chief Hooper is a graduate of George Mason University and the F.B.I.'s National Academy. Since coming to Asheville in 2015, Chief Hooper has led the Department through the

realignment of patrol districts, reorganization of the Department's structure, the assignment of additional officers to patrol the downtown area, and the implementation of a host of training and development opportunities for officers and commanders. Chief Hooper has also focused efforts on improving citizen-police engagement throughout the City of Asheville.

F. Public Information Activities:

Public notice and input are the cornerstones of democracy and CALEA accreditation. This section reports on the community's opportunity to comment on their law enforcement agency and to bring matters to the attention of the Commission that otherwise may be overlooked.

a. Public Information Session

The agency's public information session was held at 5:30PM on Tuesday, August 8th, at the Municipal Building, in the fourth-floor conference room. The session was well advertised in the community through the City's webpage, social media accounts, and press releases. All agency employees were given copies of the public notice to distribute to the public and information about on-site activities was provided to the command staff at the May and June staff meetings. Additional information was provided by e-mail and at shift briefings. Nineteen Asheville residents attended the information session, as well as Chief Hooper and several members of the Agency. Seven individuals spoke at this meeting, including representatives from the Asheville Restaurant Association, Changing Together, the N.A.A.C.P, and Black Lives Matter. The first speaker, was the Chairperson for the Asheville Citizens Police Advisory Committee. He identified the numerous community support programs that the agency was involved in and spoke favorably about the current level of agency and community interaction. The second speaker discussed the statistical data that her group had acquired which showed a somewhat higher rate of traffic stops involving minority residents as opposed to their percentage of the population. The third speaker expressed concern regarding the lack of City programs for children with special needs and advocated for additional School Resource Officers and more police involvement with young people. All other speakers were complimentary of Chief Hooper and the Asheville Police Department under her leadership, and spoke favorably about the emphasis that the Department is placing on building stronger relationships with the Asheville community.

b. Telephone Contacts

The agency's public call-in period was from 1:30PM until 3:30PM on Tuesday, August 8, 2017. Three telephone calls were received.

The first caller expressed support for the agency's efforts in the Public Housing Community, but did not think the Department was responding to the "opioid crisis" and wanted the Police Department to adopt some form of the federally funded "Naloxone" program. The second caller stated that he was

an advocate for greater transparency and had done an extensive study of the agency's traffic stop data. He concluded that while African Americans are 13% of the population, they account for 18% of all traffic stops and that this trend has been increasing. He also mentioned that not all of the agency's traffic stop data is getting into the NC state database. The third caller stated that some Asheville Police Officers take away the cards issued by the State of North Carolina to persons in the state sponsored needle exchange program and then arrest the individuals on possession of drug paraphernalia charges.

c. Correspondence

No correspondence has been received regarding the Asheville Police Department's on-site assessment visit.

d. Media Interest

Following the Public Information Session, the assessor team leader was interviewed on camera by Tanja Rekhi, a reporter for WLOS News 13 in Asheville concerning on-site activities and accreditation process in general. The assessor team also spoke with Evan Donovan, a reporter for WLOS News in Asheville as a part of the Community Interest interview process.

e. Public Information Material

The session was well advertised in the community through the City's webpage, social media accounts and press releases. All agency employees were given copies of the public notice to distribute to the public and information about on-site activities was provided to the command staff at the May and June staff meetings. Additional information was provided by e-mail and at shift briefings and letters were sent to a number of professional organizations announcing the various assessment activities.

f. Community Outreach Contacts

In addition to the interviews with members of the agency's command staff and numerous employees of the Police Department, the assessor team conducted seventeen (17) community-outreach interviews that included:

- Sergeant Richard Tullis - Police Beneficiary Association (PBA)
- Sergeant Diana Loveland – Fraternal Order of Police (FOP)
- Gary Jackson – Asheville City Manager
- Ester Manheimer – Mayor, City of Asheville
- Sheriff Van Duncan – Buncombe County Sheriff's Department
- Judge Julie Kepple – 28th District Court Judge
- Megan Lock – Assistant District Attorney – Family Justice Center
- M. LeAnn Melton – Public Defender, State of North Carolina
- Barbara Whitehorn – Chief Financial Officer – City of Asheville
- Peggy Rowe – Director of Human Resources – City of Asheville

- Special Agent Bill Gang – Federal Bureau of Investigation
- Trooper Robert Grayson – NC State Highway Patrol
- Lisa Thompson – Haw Creek Neighborhood Association
- Evan Donovan – Reporter, WLOS News
- Angelica Ward – Buncombe County Family Justice Center
- John Maddux – Attorney for City of Asheville
- Tim Splain – Changing Together -Criminal Justice Diversion Program

The interview questions and discussions focused on the individual's area of expertise as it is impacted by the Asheville Police Department. In addition, during several of the interviews, questions were asked concerning the agency's responsiveness to complaints, its reputation within the community for honesty and integrity, and the level of service being provided to the community. Questions were also asked regarding use of force issues, significant lawsuits, civil rights concerns, consent decrees and any allegations or investigations linked to agency mismanagement or corruption. Contacts were also asked about significant issues facing the community and the agency, and if he/she would recommend the Asheville Police Department for continued accreditation.

All responses were positive with most responders noting the significant efforts the agency is making toward better community engagement and the improvement in the agency's community outreach efforts. Other positive attributes cited included the agency's high level of cooperation with other law enforcement agencies and the positive way in which it works with the business community and provides support for the City's tourism initiatives. In addition, several favorable comments were made regarding the leadership provided by Chief Hooper and the openness and approachability of the members of the command staff.

No negative comments were received and no significant lawsuits, civil rights issues, or other problem areas were identified. With the exceptions of permitting the agency to respond to the issues raised during the telephone call in session, there was no follow-up action required of the assessor team as a result of these interviews or the information presented during either the telephone call-in or the public information session. Additionally, no information was received that would indicate a lack of agency compliance with its own written policies and procedures or with applicable CALEA standards.

G. Essential Services

Law Enforcement Role, Responsibilities, and Relationships and Organization, Management, and Administration. (Chapters 1-17)

The Asheville Police Department's written directives set forth the agency's Vision, Mission, Guiding Principles, and a Code of Ethics. All personnel are directed to abide by the "Law Enforcement Officer's Code of Ethics" and all must complete ethics training at least once every two years. The City of Asheville also requires that all employees "conduct themselves in accordance with the highest ethical standards" as set forth in the City's Policy Manual. The assessor team viewed lesson plans, student records, and email documents demonstrating compliance with these directives.

The agency's legal authority to make arrests and to carry and use weapons is derived from North Carolina General Statutes 15A-401 and 14-269. Agency written directives set forth the types of agency weapons that may be carried and the procedures for obtaining the department's authorization to carry such weapons.

Asheville Police Department Policy states that "strip and body cavity searches of persons under arrest may, under certain conditions, be necessary... (and) recognizing the intrusiveness of these searches...it is the policy of the Department that such searches be conducted only with proper authorization, justification, due recognition for the human dignity of those being searched, and in accordance with procedural guidelines". Individuals arrested for traffic violations or other minor offenses are not subject to being strip searched without articulable reasonable suspicion. Specific procedures are set forth regarding the gender of those conducting the search, privacy considerations, and reporting requirements. Body cavity searches are only performed under the authority of a search warrant and must be conducted by a physician or by medically trained personnel under the supervision of a physician. The assessor team viewed several reports that set forth the specific probable cause for the performance of a strip search.

Biased Based Profiling

Biased Based Profiling

Complaints from:	2014	2015	2016
Traffic Contacts	0	0	0
Field Contacts	0	0	0
Asset Forfeiture	0	0	0

In January of 2016, the Asheville Police Department's policy on biased-based profiling was revised to include specific overall prohibitions against the practice and included updates and expansions of policy related definitions. Language was also added to require employees who witness or are otherwise aware of such events to report the incident to their supervisor and that all such complaints are to be forwarded to the Professional Standards Section. Agency written directives state that biased based profiling is prohibited both in the enforcement of the law and in the delivery of police services. It further states that sworn personnel may not consider individual characteristics when performing their duties, except as a part of a specific subject's

description. Agency policy requires that all members receive training, and if necessary, remedial training, on subjects related to the prevention of biased based policing.

Agency directives state that any member who engages in bias based profiling will be subject to disciplinary action. The Professional Standards Section is tasked with maintaining data related to complaints of bias based profiling and for reporting such information to the Chief of Police as part of a required annual review. The assessor team noted that the agency includes citizen complaints of bias based profiling as a part of its Personnel Early Warning System. It was also noted that the State of North Carolina statutes require the collection of traffic law enforcement statistics and that this data can be searched by the public through the Department of Justice webpage. The agency reports that although there were no complaints or citizen concerns registered against Asheville Police Department employees in 2016, in July of 2016 there were several protests related to a deadly force incident involving a white officer and an African American citizen.

Traffic Warnings and Citations*

YEAR 1	Traffic Warnings and Citations		
Race/Sex	Warnings	Citations	Total
Caucasian/Male	1372	1852	3224
Caucasian/Female	1033	1301	2334
African-American/Male	320	383	703
African-American/Female	190	265	455
Hispanic/Male	71	131	202
Hispanic/Female	36	69	105
Asian/Male	8	10	18
Asian/Female	10	18	28
OTHER	6	17	23
TOTAL	3046	4046	7092

YEAR 2	Traffic Warnings and Citations		
Race/Sex	Warnings	Citations	Total
Caucasian/Male	1104	2226	3330
Caucasian/Female	806	1518	2324
African-American/Male	276	421	697
African-American/Female	173	278	451
Hispanic/Male	51	173	224
Hispanic/Female	21	73	94
Asian/Male	12	15	27

Asian/Female	3	12	15
OTHER	11	28	39
TOTAL	2457	4744	7201

YEAR 3	Traffic Warnings and Citations		
Race/Sex	Warnings	Citations	Total
Caucasian/Male	1019	1878	2897
Caucasian/Female	742	1345	2087
African-American/Male	257	351	608
African-American/Female	171	224	395
Hispanic/Male	36	155	191
Hispanic/Female	14	62	76
Asian/Male	13	21	34
Asian/Female	3	22	25
OTHER	14	28	42
TOTAL	2269	4086	6355

*Data is sourced from the NC SBI

Use of Force

The Agency's use of force policy is more restrictive than that set forth in North Carolina's General Statutes. Asheville officers must use only the amount of force that is objectively reasonable, necessary under the circumstances, and proportional to the threat or resistance encountered. The assessor team reviewed several incident reports and use of force reports, including those pertaining to drawn weapons, less lethal use of force, physical force, etc. The agency provided a significant amount of information, including news articles, State Bureau of Investigation findings, and comments by the District Attorney regarding a 2016 officer involved shooting that was determined to be a justified use of force. The agency reports that there have been no other deadly force incidents during this accreditation cycle. Agency written directives strictly prohibit the use of 'warning shots'.

Use of Force

	2014	2015	2016
Firearm*	0	1	1
ECW	17	18	13
Baton	0	0	2
OC	1	3	0
Weaponless	46	41	50
Total Uses of Force	64	63	66
Total Use of Force Arrests	50	55	51

Complaints	6	4	7
Total Agency Custodial Arrests	4905	5001	4474

*Firearm totals for 2014-2015 do not include the use of a firearm to dispatch a seriously injured or diseased animal as reflected in annual use of force analyses (there were 6 discharges to euthanize an animal in 2014 and 8 in 2015). As of 2016, the department no longer records discharges to relieve the suffering of an injured animal in use of force statistics.

Asheville Police Department directives require that any member involved in a use of force or injured prisoner incident must notify a supervisor as soon as practical. A “Blue Team” report must be completed whenever a member’s actions results in or is alleged to have resulted in the injury or death of another person, applies force through the use of lethal or less lethal weapons, applies physical force, or discharges a firearm. The assessor team viewed a number of these reports and found them to be compliant with the Department’s policy. All use of force reports are reviewed by the employee’s supervisory chain of command and the Professional Standards Section. Annually, the Professional Standards Section will conduct an analysis of all such reports to ensure that Departmental practices are non-discriminatory and to identify any requirement for additional training or policy modification.

While the agency has conducted an annual analysis of its use of force policies and practices during each year of this accreditation cycle, as a consequence of the 2016 officer involved shooting, the agency participated in a very intense and comprehensive review of its use of force policy and procedures. This review included significant community input through a “Community Police Policy Work Group” initiated by the Mayor and the Asheville City Council. The process involved input from a wide variety of community and minority advocacy groups, as well as Police Department and Public Safety Committee representatives. As a result, agency policy has been significantly modified and new de-escalation procedures and additional training programs have been incorporated.

The Asheville Police Department has entered into written agreements to provide additional law enforcement services to the City of Asheville Public Housing Authority and to the Asheville City School System. The Police Department provides the Housing Authority with a supervisor and eight officers who are tasked with providing additional patrol coverage at specified Housing Authority properties. The agreement with the School System is for the Police Department to provide five uniformed officers to serve as School Resource Officers at various schools within the agency’s jurisdiction. Each of these agreements provide for the agency to maintain supervisory control over its employees. Procedures for the modification and termination of each agreement, as well as for the equipment to be provided, required reports and records to be maintained, and the specific financial obligations of each party are also set forth in these agreements.

As part of an effort to standardize its administrative practices, the agency has created a forms library that includes approximately one hundred forms that are used by various components of the department. Agency forms are stored on the department’s computer

system and as a part of its PowerDMS program. Agency directives state that these are the only forms to be utilized by department personnel and that no any additional forms are to be created without the approval of the Deputy Chief and the input of the forms library manager.

All department personnel are responsible for accomplishing and accurately documenting their assigned duties in compliance with applicable accreditation standards. Supervisors are responsible for ensuring that members comply with applicable standards and that all required documentation is provided. The agency's accreditation manager utilizes the "Tasks" module in PowerDMS to identify, monitor, and record the completion of each task/document needed to maintain accreditation compliance. The assessor team was impressed with the level of communication and interaction between the Accreditation Unit and the agency's staff regarding standards requirements and the timely completion of the various reports, reviews, and audits necessary for maintaining the agency's accreditation status.

The agency follows the City of Asheville's Administrative Regulations regarding the security and integrity of its computer systems. These regulations require the approval of the City's Information Technologies Unit (IT) before any modifications can be made to any computer system or before any computer program or other software can be installed. The City's IT personnel also monitor employee passwords, access to various computers, and ensure the overall security of the system. The agency is currently involved in a project that will equip all patrol and specialty units with body-worn cameras.

The Asheville Police Department has a "Strategic Operations Plan" for the years 2014 - 2017. The plan states that it is the foundation for how the Department will provide police services in the future, but also serves as the Department's vehicle for accomplishing change. The plan identified six areas of emphasis to include (a) recruitment and retention, (b) leadership, (c) organizational structure, (d) equipment and technology, (e) outreach and communication, and (f) community quality of life. The plan also included projections regarding workload and population trends, needed personnel levels, and anticipated equipment and facility's needs.

However, since 2014 when this plan was published, several leadership and organizational changes have taken place, including the retirement of Chief Anderson and the hiring of an interim Chief of Police, Chief Belcher. This was then followed by the selection and appointment of Chief Hooper. Also, as a part of the strategic plan and in response to "wide ranging issues within the department", the agency underwent an organizational assessment conducted by the Matrix Consulting Group in 2015. That report set forth nearly three dozen recommendations for improvement in almost all areas of the Department. The agency now has a new strategic plan that encompasses the period from FY2016 – FY2019 and includes a new set of goals and objectives. The status of each of these objectives is the subject of quarterly progress reports as well as an annual report to the Chief of Police. The Department's multi-year plan is posted within the PowerDMS system and is available for review by all employees.

The agency has completed an extensive and well documented workload assessment dealing with patrol staffing. In addition, a review of each position within the Special Services Division was completed in 2017. A less formal workload assessment was completed for the Criminal Investigations Division during the past year.

The agency identifies eleven positions as specialized assignments, to include Criminal Investigators, School Resource Officers, Drug Suppression Unit positions, motorcycle officers and others. The agency's written directives state that the Operations Bureau Commander will complete an annual review of all specialized assignments to include the purpose of each position, an evaluation of the initial problem or condition that required the creation of the specialized assignment, and a recommendation as to whether the assignment should be continued. The assessor team reviewed each of the required annual reviews and found them to have been thorough and completed in a timely manner. All specialty positions were recommended to be continued at the conclusion of each of the annual reviews.

The agency maintains cash accounts as part of their "petty cash fund" and as a part of their confidential fund account. Agency directives require that the custodian of these accounts maintain a ledger showing the initial balance, all funds received, all cash disbursed and the current balance on hand. Receipts and documentation for all cash received or expended are also required. Section Commanders are required to conduct quarterly audits of the funds under their control and to submit a memorandum concerning the audit to their Division Commander. The Fiscal Services Manager prepares financial status reports for submission to the Chief of Police. Records and other documents dealing with the agency's confidential fund are stored in a secure location with access restricted in accordance with state law and Departmental rules.

The agency utilizes an accreditation process compliant service provider (PowerDMS) for the storage and retention of its electronic data. The agency also has written contracts with Taser International for storage of the electronic data from body worn cameras and with "G" Suite for data processing. Each of these written agreements was reviewed by the assessor team and appeared to meet the criteria specified for electronic data storage.

Personnel Structure and Personnel Process (Chapters 21-35)

The agency's written directives state that the Asheville Police Department is committed to supporting employees in the uniformed military services. A definition of all terms used in the directive is included as well as procedures to be followed for long term military deployment and reintegration. The agency has designated the employee's supervisor and the Human Resources Unit as points of contact. All requested equipment is to be returned to the Logistics Unit and a pre-deployment interview with the Chief of Police or designee is to be scheduled. The employee's unit commander is responsible for maintaining communications during the deployment. Upon returning from extended deployments, the employee will meet with the Chief of Police prior to the resumption of duties. Following that meeting, arrangements will be made for the re-issuance of

equipment, an assessment of any required training, and to review and address any needed accommodations.

The City of Asheville's Administrative Regulations require that the work of the City shall have precedence over other employment. These regulations set forth a number of conditions and restrictions on such employment. In addition, the agency's written directives establish specific procedures for requesting both off-duty and extra-duty employment for both sworn and non-sworn employees. They also prohibit certain types of secondary employment. Additional restrictions apply to employment opportunities where the sale of alcohol is a part of the business. The Chief of Police has appointed a secondary employment coordinator and all offers for employment from persons or firms outside the agency are routed through that office. The coordinator maintains a list of personnel interested in secondary employment and is responsible for assigning such employment opportunities on a fair and equitable basis.

Formal Grievances

Grievances	2014	2015	2016
Number	7	2	6

The agency's grievance and disciplinary processes are dictated by the City of Asheville's regulations and ordinances. The lieutenant commanding the Professional Standards Unit has been designated as the Department's Grievance Coordinator and is responsible for the maintenance and control of grievance records. The lieutenant is also responsible for completing and submitting an annual analysis of grievances to the Office of the Chief of Police. The analysis is to be completed by January 31st of each following year. The assessor team noted that each of the annual analysis documents were comprehensive, inclusive, and completed in a timely manner.

Personnel Actions

	2014	2015	2016
Suspension	3	6	2
Demotion	1	0	0
Resign In Lieu of Termination*	2	10	5
Termination	1	1	2
Other*	12	44	50
Total	19	61	59
Commendations	57	25	75

*3 resignations in 2015 and all 5 in 2016 were related to officers in field training.

**In 2015 and 2016 the department began tracking disciplinary actions more completely through IA pro software which more efficiently captures *all* issued discipline. 2014 was a transitional time for the Department and had overall lower numbers for issuance of discipline than prior years.

The agency also follows the City of Asheville Corrective Action and Discipline Policy which includes a continuum of corrective measures that include remedial training, coaching sessions, documented verbal warnings, written warnings, and disciplinary actions to include suspension or termination. The procedures for appealing disciplinary actions are set forth in the City of Asheville Grievance Procedures and the City of Asheville Civil Service Law and Procedures. These documents set forth each of the steps in the appeal process from an informal meeting with the employee's supervisor up to the Civil Service Board (if permitted by law).

The agency utilizes an Awards Committee for soliciting and reviewing nominations for departmental awards. The committee is to consider all nominations and determine the level of and types of awards to recommend to the Chief of Police. The Special Services Division serves as the chairperson of the committee which includes six additional department members. Awards categories include a Medal of Honor, a Medal of Valor, a Life Saving Award, a Purple Heart, and Officer of the Year, Employee of the year and Merit Awards and Citations.

The agency follows the City of Asheville Workplace Harassment Policy which affirms the City's refusal to tolerate workplace harassment, informs managers and supervisors and other employees of performance expectations, sets out possible penalties related to harassment, and provides procedures for employees to follow when they believe they may have been harassed. The policy also prohibits retaliation against employees who report harassment or participate in an investigation involving harassment. Employees are provided with, and must acknowledge receipt of, an Employee Orientation Package which includes the workplace harassment policy.

Recruitment

The Asheville Police Department has published an updated recruitment plan during each year of this accreditation cycle. The agency states that it is committed to obtaining the goal of an ethnic, racial and gender workforce composition in approximate proportion to the available workforce in the community. The recruitment plan calls for the agency to take a proactive role in recruiting qualified personnel to include the promotion and distribution of newly redesigned recruitment materials depicting the multiple job opportunities within the department and the diversity of agency personnel to illustrate the positive roles played by agency members. The agency will also host open house events, build and improve community relationships, and have recruiters attend community events, universities, technical colleges, military bases, and career fairs to promote the Asheville Police Department and the City of Asheville. The agency will continue to emphasize diversity within the Department and to increase the focus on the use of social media and on-line resources as a part of the recruitment effort. The

agency's Recruitment and Career Development Section is responsible for administering the recruitment plan and for documenting, in an annual report, all activities performed. The assessor team reviewed each of the annual analysis reports submitted during this accreditation cycle and found them to be clearly written and explicit regarding actions to be taken. All reports were submitted in a timely manner.

Sworn Officer Selection Activity in the Past Three Years

2014

Race/Sex	Applications Received	Applicants Hired	Percent Hired	Percent of workforce population
Caucasian/Male	689	28	4%	40%
Caucasian/Female	108	4	4%	41%
African-American/Male	75	1	1%	3%
African-American/Female	26	2	8%	3%
Hispanic/Male	39	0	0%	4%
Hispanic/Female	11	1	9%	3%
Other	6	1	17%	4%
Total	954	37	4%	

2015

Race/Sex	Applications Received	Applicants Hired	Percent Hired	Percent of workforce population
Caucasian/Male	212	15	7%	40%
Caucasian/Female	40	1	3%	41%
African-American/Male	20	3	15%	3%
African-American/Female	4	0	0%	3%
Hispanic/Male	18	0	0%	4%
Hispanic/Female	2	0	0%	3%
Other	4	0	0%	4%
Total	300	19	6%	

2016

Race/Sex	Applications Received	Applicants Hired	Percent Hired	Percent of workforce population
Caucasian/Male	370	26	7%	40%
Caucasian/Female	84	7	8%	41%
African-American/Male	45	0	0%	3%
African-American/Female	4	0	0%	3%
Hispanic/Male	36	3	8%	4%
Hispanic/Female	6	0	0%	3%
Other	19	0	0%	4%
Total	564	36	6%	

Training

The Asheville Police Department requires the completion of lesson plans for all training courses to include written objectives, the method of instruction that will be followed, the course content, and any testing procedures or requirements. Agency lesson plans are maintained in the Office of Recruitment and Career Development and within the PowerDMS System. The agency's written directives provide for the use of remedial training as a constructive tool to correct specific job performance deficiencies noted through supervisory evaluation, testing, or because of disciplinary action. Employees who fail to satisfactorily complete a training course may also be required to participate in remedial training. The assessor team viewed a number of documents demonstrating the agency's use of remedial training as a part of its Field Training Officer (FTO) program and for failure to pass mandatory in-service training exams.

The agency's Recruitment and Career Development Section is responsible for maintaining and updating the training records and files for all employees that have completed training courses. In addition, they are to maintain all approved lesson plans, attendance sheets for all agency provided courses, and the performance of attendees as measured by test results. Employees who attend courses outside the Department are responsible for providing certificates of attendance or verification of course completion to the Career Development Office. Only the agency's Career Development Sergeant is considered to be a full-time instructor. Additional personnel teach on a part-time basis and all employees involved in conducting agency training have completed required North Carolina Criminal Justice Training courses and are certified instructors.

The assessor team had an opportunity to tour the recruit training facility which is a relatively new and very modern facility that includes an indoor firearms range, a driving track and multiple classrooms and administrative spaces. The agency requires each entry level officer to participate in a field training program of at least sixteen weeks

following successful completion of the basic law enforcement school. The agency utilizes a Field Training Manual which lists the duties of the field training officers who are chosen by the Field Training Program Committee in accordance with the selection process criteria and the qualifications listed in the Manual. Each Field Training Officer is supervised by the field training sergeant assigned to the officer's district. Recruit performance is documented in Weekly Observation Reports. Recruits are rotated within the agency on a four-week cycle during the field training process.

North Carolina Administrative Code 09E.0105 sets forth minimum requirement of 24 hours for annual in-service training, with courses to include firearms qualifications, legal updates, Juvenile Minority Sensitivity Training, Domestic Violence and Departmentally selected topics. The assessor team viewed several training records showing agency compliance with in-service training requirements and noted that Asheville officers are currently receiving in-service and other training at approximately twice the level required by law. The Asheville Police Department's Emergency Response Team follows a rigorous training schedule that includes monthly training sessions and joint readiness exercises with the Crisis Negotiation Team and teams from other agencies.

Early Warning System

The agency's written directives state that the Personnel Early Warning System (EWS) is a pro-active, non-disciplinary system that seeks to identify and positively influence conduct or performance related problems exhibited by individual employees. The system provides for an automatic review of employee performance whenever the employee triggers a predetermined number of criteria which may include citizen complaints, use of force, pursuit incidents, vehicle collisions, etc. Supervisors may submit a request for a review based upon the above listed criteria as well as the deterioration of the employee's quality or quantity of work. When the need for intervention is established by the employee's supervisory chain of command, a course of corrective action is recommended and may include remedial training, referral to the Employee Assistance Network, the implementation of a performance improvement plan, or other actions.

Promotion

Sworn Officer Promotions

	2014	2015	2016
GENDER / RACE TESTED			
Caucasian/Male	16	3	25
Caucasian/Female	6	0	3
African-American/Male	1	0	2
African-American/Female	0	0	0
Hispanic/Male	0	0	0
Hispanic/Female	0	0	0

GENDER/ RACE ELIGIBLE AFTER TESTING			
Caucasian/Male	12	3	22
Caucasian/Female	6	0	3
African-American/Male	1	0	1
African-American/Female	0	0	0
Hispanic/Male	0	0	0
Hispanic/Female	0	0	0
GENDER/ RACE PROMOTED			
Caucasian/Male	4	4	13
Caucasian/Female	3	0	3
African-American/Male	1	0	1
African-American/Female	0	0	0
Hispanic/Male	0	0	0
Hispanic/Female	0	0	0

Law Enforcement Operations and Operations Support (Chapters 41-61)

Speed Measuring Devices

The North Carolina Administrative Code lists the approved Speed Measuring Devices (SMI) approved for use in North Carolina and governs the operating procedures, annual accuracy tests and required certification and calibration of all devices. APD policy provides that SMI will be inspected monthly for the date of last calibration and due date for the next annual calibration. The Financial Services Manager maintains an electronic file with all documentation regarding the agency's SMI. Officers are required to maintain their original SMI Operator's Certificate with copies also maintained by the Recruitment and Career Development Section. Although the previous onsite assessment identified issues in this area, this assessor team found that a number of corrective actions have been taken to satisfactorily resolve the issues previously identified

In 2014, the Asheville Police Department and the Buncombe County Sheriff's Office entered into an agreement to share \$724,000.00 in grant funds from the North Carolina Governor's Highway Safety Program and the Traffic Safety Program to be utilized to enforce the State's DWI laws. The agency also has a very direct mission statement that requires that they vigorously enforce the DWI laws in their City. The DWI task force continues today, although the number of DWI arrests has seen a decrease recently related to staffing and turnover issues.

Vehicle Pursuits

Vehicle Pursuits

PURSUIT	2014	2015	2016
Total Pursuits	7	7	6
Terminated by agency	1	2	2
Policy Compliant	7	4	4
Policy Non-compliant	0	3	2
Accidents	3	2	2
Injuries: Officer	1	0	0
: Suspects	1	0	0
: Third Party	0	0	0
Reason Initiated:			
Traffic offense	0	1	0
Felony	5	2	4
Misdemeanor	2	4	2

Asheville Police Department's pursuit policy is detailed and comprehensive. It is written in a way that is easily understood and gives officers appropriate guidance. Their "Vehicle Pursuit Analysis and Review" is a thorough analysis of pursuits which contains pertinent information and excellent recommendations for future consideration. The number of pursuits over the last accreditation period has remained consistent. Tire deflation devices (TDD) are authorized for use to forcibly stop a motor vehicle by officers who have been trained in the use of such devices. No TDDs have been deployed during this accreditation period.

The agency's policy regarding the reporting and investigation of missing persons and missing children follows CALEA standards. The agency's reporting of these incidents is detailed and these cases are clearly taken seriously. Information regarding such events is disseminated to other officers and agencies by way of NCIC and to the public and media through the Department's PIO. Procedures are also in place to activate Silver/Amber alerts through the North Carolina Center for Missing Persons.

The written directive that covers mental illness addresses each bullet in the standard and each entry level employee is required to receive training with regard to recognizing persons with mental illness issues. The lesson plan utilized for this training is lengthy and comprehensive and addresses issues that law enforcement officers encounter daily. The mental health awareness training is conducted during the Basic Law Enforcement Training session and tested by the Criminal Justice Standards Division. Additionally, it is provided to officers annually during in-service training.

The agency's policy regarding mobile data access allows for the introduction of

software programs, but only when authorized by the Information Services staff. Security measures are supplied to all users and must be applied pursuant to agency policy. Users are specifically prohibited from bypassing security measures. Mobile data devices are inspected monthly. Asheville utilizes both in car and body worn cameras. The agency's policy outlines procedures for the use, storage, and retention of data, as well as for equipment inspections and audits. APD completes a monthly review of video from at least two officers from each district or section. Additionally, in January of each year the Professional Standards Section arranges for an internal audit of the Body Worn Cameras. In 2016, the department hired an individual specifically to manage both the body-worn and in-car camera programs.

Agency policy regarding line-ups is detailed, easily understood, and consistent with best practices and North Carolina and federal court rulings. The agency requires that all identifications be videotaped and if that is not practical, then a written explanation must be provided. Additionally, every step of the line-up process must be documented in writing to include a list of everyone present during the line-up process. In addition, NC statute requires that instructions be given to those making the identification prior to viewing. North Carolina General Statutes, Article 14A, Eyewitness Identification Reform Act, provides guidance to all North Carolina officers when conducting both line-ups and show-ups.

The Department's Cold Case Unit consists of one officer and focuses on unsolved murders and missing persons. Cold case investigations begin with a complete review of the old files, which also includes a review of any physical evidence still available. Notes will be made by the investigator and evidence will be considered for retest, DNA testing, or submission of evidence to be tested that may have not been submitted previously for forensic testing. All activity performed by the investigator is documented in the same fashion as any other agency investigation. Recently a 1989 double homicide case and a 2000 missing person case have been solved by this unit.

The drug suppression unit handles much of the lower level street drugs and makes undercover drug buys. The longer term and larger drug cases are sent to the Buncombe County ACT or Anti-Crime Task Force in which the Asheville Police Department participates. The unit also works vice, prostitution and alcohol enforcement with State's Alcohol Law Enforcement agency. This unit recently completed an investigation where approximately thirty arrests were made with fifty-five charges for drug violations being placed. The Confidential Informant (CI) files and Confidential Funds were both observed during this onsite. Both were locked in file cabinets in secure office areas. Only the lieutenant and the sergeant assigned to the unit have access to the Informant files. Confidential funds are provided by the City in cash and are continuously reallocated as they are spent. The sergeant supervising the unit maintains a cash ledger recording each dollar spent or returned. The funds may be spent on evidence, CI payments, or operation items such as hotel rooms. Every expenditure is documented on a receipt that explains the purpose of the expenditure and the amount, with the signatures of the officers and supervisors. The captain and lieutenant conduct

a monthly audit and the agency's Finance Unit conducts a quarterly audit. The City of Asheville also conducts an annual audit of the Confidential Funds.

Critical Incidents, Special Operations and Homeland Security

The Department's All Hazards Plan consists of the City of Asheville's Emergency Operation Plan and the agency's EOP and the Critical Incident Response Policy. These three documents are well written, comprehensive, and cover many types of man-made and natural disasters. Incorporated into each of these plans are instructions and guidance on activating and operating in the Incident Command System. The agency conducts numerous training exercises involving the activation of ICS and critical incident response. These exercises range from conducting active shooter exercises to hostage rescue exercises. The information provided in this standard clearly showed that the Department trains and exercises their all hazards plans. Agency policy requires that any information regarding terrorist activity be immediately sent to the Criminal Investigation Section Commander for review. After review, confirmed information will be sent to ROCIC, the FBI and any other appropriate agency. This file included excellent documentation that the department is relaying possible terrorist related information to the appropriate agencies. Hazmat awareness is a required course in North Carolina's Basic Law Enforcement Training provided by the Criminal Justice Standards Division and in the NC Mandatory In-service Training. APD provides additional hazmat training annually.

Crime Statistics and Calls for Service

The agency reports that calls for service have been increasing slightly over this three-year accreditation cycle. In 2016, the Asheville Police Department responded to 115,702 calls for service, slightly down from 116,566 in 2015, but up from the 113,702 in 2014.

PART I OFFENSES **Year End Crime Stats**

	2014	2015	2016
Murder	4	7	9
Forcible Rape	43	33	48
Robbery	195	147	144
Aggravated Assault	261	257	335
Burglary	842	851	752
Larceny-Theft	3162	3282	3344
Motor Vehicle Theft	272	246	260
Arson	17	16	15

Victim / Witness Services

In August of 2016 the Asheville Police Department joined together with several partner agencies including law enforcement, non-profit service providers, health care providers, and government services to open the Buncombe County Family Justice Center. The Family Justice Center is a centralized location where victims of domestic and sexual violence can access coordinated support, removing hurdles survivors often face when trying to get help. Results from communities where Family Justice Centers have been created include eliminating duplication, increasing arrest and prosecutions of offenders, reducing fear and anxiety for victims, increasing victim safety and ultimately reducing violence. The Asheville Police Department currently provides five positions (a Sergeant and four Detectives) to the Family Justice Center dedicated to domestic violence, sexual assault, and juvenile crimes.

The last analysis of Victim/Witness needs and services and community resources was completed in 2015. The analysis was thorough and comprehensive and documented unfilled needs in the community and those unfilled needs that are specifically appropriate for this community. The Victim/Witness Services Unit administers the Department's V/W programs but agency policy requires that all members participate and refer victims/witnesses to available community resources. Confidentiality is practiced to the extent allowed by law. The department continually trains and educates the community and community organizations on available V/W services. APD also provides available V/W services online through its agency website.

Internal Affairs and Complaints Against Employees

The agency's Internal Affairs Unit is managed by a sergeant and is overseen by the Professional Standards Section lieutenant. Complaints are documented on a form designed for that purpose. All complaints are accepted, including anonymous complaints and the complainant is provided a copy either in person or via mail if the complaint is not made in person. If a complaint cannot be resolved in sixty days, the complainant must be advised regarding the extended complaint investigation.

Complaints & Internal Affairs Investigations

External	2014*	2015*	2016*
Citizen Complaint	47	32	39
Sustained	10	6	18
Not Sustained	27	9	6
Unfounded	16	24	19
Exonerated	14	7	20
Internal			
Directed complaint	10	30	35
Sustained	13	47	31

Not Sustained	0	4	9
Unfounded	0	0	7
Exonerated	1	1	3

*Beginning in 2016, dispositions for investigations are sorted and classified based on allegations. Since one investigation may include several officers and/or allegations, multiple dispositions may be associated with one case resulting in a higher number of dispositions than total complaints/investigations.

The agency compiles an annual summary of internal investigations completed and their outcomes. The summary lists the total number of complaints as well as the dispositions of each case and is posted on the Department's PowerDMS system.

Detainee and Court Related Activities; Auxiliary and Technical Services (Chapters 70-84)

Communication Center personnel are guided by policy as to how to direct victim/witness calls. If the caller is requesting help from outside the department the caller is referred to the appropriate community agency. The Department provided excellent documentation as to how calls are prioritized and routed to the appropriate division or unit. Victim/witnesses who request information are provided the number of the Victim Assistance Unit or the number of the on-call person for victim assistance. The Victim Assistance Coordinator is available to answer any questions and provide information on available community services. Both NC General Statutes and APD policy address the recording of 911 calls and the procedures for dissemination to the public. NC statute make most 911 recordings a public record that is accessible upon request.

Property and Evidence

The Agency's policy on property and evidence control and the Property and Evidence Manual provides direction to officers regarding the collection of evidence, evidence log-in and packaging procedures, and security measures to be taken to safe guard evidence. Additional security measures for sensitive or valuable items and procedures for the return of property to its rightful owner are also set forth. Officers are required to submit property to the property facility prior to the end of their tour of duty. Reports must be generated describing how the officer came into possession of the property and include a detailed description of the property seized. Officers are expected to package the property appropriately and take special precautions with those items deemed sensitive or valuable. Additional security measures are in place for items such as drugs, money and jewelry. Once items of property are no longer needed, the agency makes every effort to identify and return the property to its rightful owner. When that is not possible, procedures are in place which govern the disposal of unclaimed property. The policy and procedures in place are best practices and meet all CALEA requirements. The agency provides officers temporary property and evidence storage lockers when the property facility is not open. Property and evidence control personnel remove the evidence from the temporary storage lockers and transfer it to the

facility designated for storage. Additionally, the agency provides for evidence personnel to be on-call for the submission of items that may not be compatible with available temporary evidence storage lockers. The agency has a policy that allows for the use of controlled substances and explosive materials to be used for training by the agency canines. Both controlled substances and explosive materials used for training are audited periodically and inventory control is maintained. In addition, the agency has entered into a Memorandum of Understanding with the Department of Alcohol and Firearms (ATF) that governs the use, storage and accountability of the explosive materials.

All inspections, inventories and audits have been conducted as required by CALEA standards. Currently the agency has two individuals working fulltime trying to reduce the backlog of evidence. The Chief recently entered into an agreement with the District Attorney to permit agency personnel to research cases using the NC CJ Leads system to determine if cases had been resolved so that evidence could be disposed of more efficiently. Quarterly, a crime analyst randomly selects a list of evidence that is provided to the Evidence Manager the day before the inspection. The Evidence Manager pulls those items of evidence and has them available for inspection the next day. This is usually completed by the lieutenant supervising the Evidence and Property Storage Unit. Agency policy requires that the person responsible for the property and evidence function complete audits quarterly which is more frequent than CALEA requires. All audit reports document the methodology used for the audit, list the items audited, and detail the results of the audit. The agency's policy and practice is to dispose of property and evidence when possible within six months. However, this is often determined by court order or NC General Statutes. All evidence storage areas have multiple security features to include locked doors, magnetic card readers, security alarms with motion detectors and cameras. These systems are randomly tested once a month by evidence personnel. Additionally, the agency implemented a two in two out procedure as another security measure in the evidence storage area. All items of evidence are logged in the "ONE Solutions RMS" system that allows for scanning and barcodes.

H. Standards Issues:

This section provides specific information on standards found to be in compliance after on-site "adjustments" were made. Adjustments may include modifying agency policies and directives, creating documentation, and an alteration of the physical plant.

This section does not apply.

J. 20 Percent Standards:

CALEA agencies must be in compliance with at least 80% of applicable other than mandatory (O) standards. The agency is free to choose which standards it will meet based on their unique situation.

The agency was in compliance with 88% of the applicable other-than-mandatory (O) standards.

K. Future Performance / Review Issues

This section does not apply.

L. Table: Standards Summary:

	<u>TOTAL</u>
Mandatory (M) Compliance	<u>306</u>
Waiver	<u>0</u>
Other-Than-Mandatory Compliance	<u>66</u>
Standards Issues	<u>0</u>
(O) Elect 20%	<u>9</u>
Not Applicable	<u>103</u>
TOTAL	<u>484</u>

M. Summary:

The assessor team found the agency's staff to be well versed in the CALEA process and knowledgeable about the on-site visit and its associated activities. The agency's accreditation files were well organized and thoroughly documented. All files reviewed by the assessor team were determined to be in compliance with CALEA standards and with agency policies and procedures. All annual reports were well prepared and all time sensitive standards have been completed in a timely manner. The assessor team looked carefully at the three matters identified in the addendum report to the 2014 on-site final report, (i.e., property security, the calibration of speed measuring devices, and military leave) and found the agency's policies and practices meet or exceed all standard requirements.

Overall, the assessor team was impressed by the knowledge and the enthusiasm for their respective assignments that was demonstrated by agency members involved in the numerous interviews and the various on-site activities. The Department is clearly working to build stronger community partnerships and Chief Hooper is focusing the agency's attention on transparency, de-escalation strategies, and a variety of community outreach programs, as well as the utilization of area specific enforcement activities where needed. Thus, the assessor team believes that the Asheville Police Department is an efficient and well managed law enforcement agency that provides a high level of service to its community and continues to be a positive model for the CALEA accreditation program.

Daniel V. Boring

Daniel V. Boring
Team Leader

August 12, 2017